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24 June 1981

MEMORANDUM FOR: Executive Committee Members

FROM : Robert M. Gates
Director, DCI/DDCI Executive Staff

SUBJECT : Minutes of Executive Committee Meeting, 22 June 1981

04M/EXEC COM

1. The Executive Committee met on 22 June 1981 for a follow-up session on recruitment and a discussion of the Professional Test Battery (PTB). Admiral Inman chaired the session; participants included Messrs. McMahon (D/NFAC); Dirks (DDS&T); Fitzwater (DDA); [] (DDO); Ware (D/EE0); Briggs (IG); [] (D/GC); and Glerum (D/OP). []

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2. Recruitment. Highlighting his office's paper on the recruitment system, Mr. Glerum emphasized his belief that with additional resources, the existing system will be capable both of replacing losses from attrition and meeting the projected increases in Agency personnel strength. He noted that the Agency was currently [] under strength but should be at or above ceiling by the end of Fiscal 1981. Messrs. Glerum and Fitzwater will be meeting with the Comptroller to refine their resource requirements. Mr. Glerum cautioned against any tinkering of the existing recruitment process that might interrupt the flow of applicants but said that his staff would be considering "fine tuning" that might enhance the process in the long term. []

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3. Mr. Glerum then outlined his major recommendations:

- Allow OP to proceed with the recruitment efforts it has underway for 6 months before considering any major changes.
- Approve in principle an increase in resources, which will be refined by Messrs. Glerum, Fitzwater and Lipton.
- Establish an ADD-level committee under the Chairmanship of the D/OP to monitor recruitment and processing levels and determine recruitment priorities. []

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4. In response to the DDCI's question, Mr. Glerum noted a surplus of recruitments in some categories and shortages in others, such as Career Trainees, communicators, and engineers. The DDCI then elicited comments and questions from Committee members. Mr. Dirks generally endorsed OP's proposals but requested the flexibility to tap appropriate S&T employees to supplement his directorate's recruitment efforts on an ad hoc rather than a permanent basis. Mr. Glerum agreed this should be a Career Service decision. Mr. Fitzwater concurred with OP's recommendations, stressing the need to accelerate projected personnel increases for the Office of Security.

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5. Mr. Briggs acknowledged that OP had taken action on most of the recommendations in his staff's Inspection Survey of the recruitment process. He again advocated, however, considering a pilot program to test the concept of a combination centralized/decentralized recruitment system, which appears to have been successful in private industry. He suggested that instead of concentrating on staff increases to meet its long-term recruitment needs, the Agency should be focusing on alternatives to the existing process. Mr. Glerum pointed out that OP, in conjunction with the Career Services, has been pursuing more joint staff/line recruiting and with an additional 6 months' experience should be able to do better in this area.

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6. [] agreed that OP should have 6 months to make headway in the recruitment area. He noted that he still questioned the utility of the permanent field recruiters, most of whose leads his directorate turns down. Mr. Glerum explained that joint DDO/OP recruiting efforts were beginning to pay off, but some improvements--particularly in the CT Program--were still needed. Mr. McMahon generally concurred with OP's proposals, noting that NFAC could provide line officers to augment recruitment efforts on an ad hoc basis. NFAC would not, however, be able to provide any travel funds.

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7. Mr. Ware urged that the Agency effectively exploit potential pools of minority and women applicants and focus on component Affirmative Action Plans in doing so. He noted having shared specific concerns with Mr. Glerum and being anxious to move ahead in these areas. Mr. Fitzwater outlined the Office of Communications' (OC) personnel shortages and consequent problems, including excessive overtime, underlaps and unused home leave, which contribute to high attrition. He urged that when OC did get back up to strength, a development complement be reestablished to help avoid these problems in the future.

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8. PTB. In response to the DDCI's request for comments on the PTB, Mr. McMahon said that he thought it was a useful tool. Noting that the PTB was critical for the DDO, Mr. Glerum explained how the DDO had worked with the Psychological Services Division (PSD) to make the best use of the test. Admiral Inman said that he had no reservations about the utility of the test for the DDO. In response to a DDCI question, [] (C/PSD) reviewed a 1974-76 study that concluded that the PTB did not have an adverse impact on minorities.

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9. Mr. Briggs explained that he favored psychological testing. Highlighting the findings of a consultant, however, he noted that the validity of the PTB could be questioned and suggested some improvements might be in order. Mr. Ware said that he was concerned about how managers used PTB results. He noted that PSD may not have job standards by which to measure a potential applicant and the test results therefore may not be relevant. He concurred with the utility of the PTB for DDO but challenged its relevance to other components, such as NFAC. He suggested that the PTB should be considered in the context of an Agency comprehensive testing policy, which is currently being developed. Mr. Fitzwater mentioned plans to hold tutorials for managers in the appropriate use of the PTB.

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10. Admiral Inman concluded that OP should have 6 months to see what it can accomplish in the recruitment area. He asked, however, to be provided statistics periodically on the number of recruitments made against specific requirements. He also asked for a paper from OP, DDA and the Comptroller refining the resource issue. He approved of establishing the ADD-level committee to monitor the recruitment process. Noting a "lingering worry" that the Agency was still focusing too much on the short term and not enough on new ways to do things in the long run, Admiral Inman asked OP to outline the structure of a pilot program to determine what the Agency might do not instead of but in addition to its current efforts to improve its recruitment process in the long term. Regarding the PTB, Admiral Inman said that he accepted its utility for the DDO but needed to have a better understanding of its use in other components. He will therefore look at this issue again in the context of the comprehensive testing policy currently being developed.

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Robert M. Gates

cc: Director of Personnel

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